7: Nash E-5 (1957-1967) 1970 NV9 Tzeltal NV9
Amatenango del Valle

Chapter 3

New Economic Activities

43 The role of the Indian in the regional and national economy is being
44 shaped more and more by supralocal institutions in public and private en-
177 terprises. The Indians of Tzo?ontahal have mobilized their own resources
178 to incorporate these opportunities. In this they reveal a selective perception of the economic and social advantages of innovation and a tendency to translate form and function into a local idiom. The success of planning at national or regional levels depends upon incorporation of projects at local levels, while the survival of the local group depends upon acceptance of
178 the new opportunities to absorb rising populations.
177 The major institutional settings in which innovation is occurring are
423 (1) the ejido program, (2) employment in agricultural and nonagricul-
46H tural enterprises outside of the community, and (3) economic enterprises
43 originating within the community. My discussion of the economic potential of the local community to adapt to change will be organized in terms of these settings.

The Economic Potential of the Ejido

423 Mexico's ejido program, as one of the oldest and most extensive attempts at land reform in the hemisphere, provides a basis for assessing the economic potential of such programs. Here I shall consider only the effects of ejido administration in the community and what this case illustrates of the potential for development in the future.

Manuel Giraul (quoted in de la Peña 1951:327) summarizes the negative effects of the ejido program:

> In Mexico, the ejido system constitutes an institutionalized block to the reform of the social and economic structure; it corresponds to a

7: Nash E-5 (1957-1967) 1970 NV9 Tzeltal NV9
Amatenango del Valle

dies, the owner announces on the loudspeaker of the local bars that he will sell meat at 5 pesos a portion. He preserves the hide to make saddle packs and tumplines. But the loss is great because he will not be able to buy a new bull with what he earns. If the bull lives, he will be better in three weeks and can carry loads. It is a very dangerous operation since the scrotum of a bull is very large. It is easier with a horse.

Surrounding the event with a ceremonial complex minimizes the development of commercialized relations between the caponizer and the owner. Most men who acquire several head of cattle or horses eventually learn to do the task themselves.

Handicrafts performed by men include rope-making from the tails of horses or from plant fibers, and weaving net bags. Most of the men who are assigned to the civil hierarchy spend their spare time in the cabildo making these items.

Carpentry is a skill now being practiced by two Indians of the town who "just learned by watching." They are called upon to help people in constructing the house frame, for which they receive 50 pesos in wages. A Ladino living on the margin of the town is a full-time specialist with his own shop. In addition to supervising house construction, he makes furniture and caskets to order.

New Economic Enterprises

In the operation of the new enterprises, which include cattle raising, cooperative ownership of a store, bars, and trucks, and liquor distilling, several patterns of organization have emerged. Some of these are based on preexisting social groupings, while others represent innovations. The social resources of management, credit operations, and the development of new skills within these local enterprises are of significance in preparing Indians for new occupations in the wider society.

Cattle raising. The most traditional organization is found in the case of cattle raising. Cattle have been in the town at least as far back as the 1915 revolutionary period when informants indicate that most of the

7: Nash E-5 (1957-1967) 1970 NV9 Tzeltal NV9
Amatenango del Valle

cause of the limited capital involved and the fear of discovery with the expansion of the enterprise. A loose syndicate of distillers provides an insurance protection by raising fines for members who are apprehended by federal agents. Security measures are taken to avoid discovery, and the presence of a federal agent is announced in Tzeltal on the loudspeaker system of one of the bars. One federal agent is on the payroll of the four operating bar owners, who give him 5 pesos a week to avoid legal action on the sale of contraband liquor. Individual distillers pay the tariff of 10 pesos or two liters of liquor a year to the civil officials and to the ejido commission, a tariff justified by the fact that they use wood from communally owned land to cook the sugar. The syndicate is a community-wide organization, mobilized in emergencies only.

The New Social Resources

In the course of operating the new enterprises, knowledge of and experience with supralocal institutions and agents are developing social resources in (1) entrepreneurship, (2) management of capital and credit, (3) knowledge of markets, and (4) dealing with government agencies. In entering into these new economic activities, the Indians have not lost a sense of belonging to the local community. Self-identification as poor, indigenous farmers is both a screen of protection and a means of ensuring continuity with local control systems.

Entrepreneurship. Local entrepreneurs explain their motivation in a rhetoric which emphasizes their interest in community welfare. This validates entering into nontraditional activities, but retaining their position in local society inhibits the expansions of their activities. The case of Santos, the promoter of the trucking cooperative is instructive. Santos had picked up some accounting techniques while he served in the army in Michoacán. He returned to the village because his father walked from Chiapas to Michoacán to tell him he should come back and get married. When he returned, he kept careful account of his costs and returns from the milpa. He realized soon that it wasn't "worth his work" (the Indian has not as yet learned the idiom or the value system which goes into the

7: Nash E-5 (1957-1967) 1970 NV9 Tzeltal NV9
Amatenango del Valle

323
178 coming from the smaller towns to buy. The Indians still bring pottery to
442 sell retail in towns that they visit during a fiesta. One of these is the barrio
443 of Lok'ibal in the municipio of Villa Carranza, where people go on the third Friday of Lent to get holy water from the spring.

The Indians have not taken advantage of the truck to buy pottery wholesale and market it directly in the smaller towns, selling from the truck in the plaza as some of the wholesale fruit truckers do. Another operation which they have failed to profit from is buying the wheat harvest and selling to government warehouses, as some of the Ladino truckers do.

44
471 Lack of capital is the major reason for failure to exploit these opportunities. In marketing the contraband liquor, which is the most flourishing of
273 the new enterprises, the Indians have not yet entered into the external
443 markets except in the case of one young unmarried mother. Wholesale
434 purchases are made by Ladinos, primarily women, from other towns who resell the liquor in Comitán and on the coast. There is however, a well-de-
[675] veloped home market since all contracts are sealed with the offering of liq-
[681] uor, the "gift of the gods," all court fines are paid in liquor, and the main
[583] gift in betrothal is liquor. The cantinas with phonograph players opened
[275] by the cooperatives operate very successfully on Saturday night and during
[216] fiestas. The internal market for liquor is controlled by a syndicate of the
[548] forty-two independent liquor distillers. The price is set at 4 pesos per liter
[435] for all buyers, with the buyer providing the bottle.

Agricultural production is not geared to a market, and Indians do not
241 take advantage of fluctuations in price. Wheat yields a lower return per
442 unit of land than corn, but it is grown for two reasons: the Indians believe
443 that crop rotation of corn and wheat prevents depletion of the soil, and wheat requires less work since no cultivation is needed. Wheat is a cash crop and none of it is milled or consumed directly in town. Poor families sell their wheat "standing" to Teopisca truckers. The price given the
[435] grower is usually about 90 pesos per hundred kilograms, and it is resold at 110 or 120 pesos in Tuxtla or to the government storehouses. Wheat is sometimes brought directly to San Cristóbal millers who give 120 per hundred kilograms. Corn is primarily a subsistence crop when grown in the center. Corn grown in hot country ejido land is now sold in Teopisca and
[489] San Cristóbal. The local truck cooperative has a special permit which gives